

**Subject:** RE: USC Center for Economic Development  
**From:** Nick Griffin </O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=B0E600226AC647E7AF61B0D6034CEED6-NGRIFFIN>  
**Date:** 08/07/2017 07:27 AM  
**To:** Jessica Lall <jlall@ccala.org>  
**CC:** Shawn Bratton <sbratton@ccala.org>

Great. and like I said, please feel free to have them do whatever edits you see fit, or reach out to me to discuss, I have no sense of propriety over it.

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**From:** Jessica Lall [mailto:jlall@ccala.org]  
**Sent:** Monday, August 07, 2017 7:25 AM  
**To:** Nick Griffin <ngriffin@downtownla.com>  
**Cc:** Shawn Bratton <sbratton@ccala.org>  
**Subject:** Re: USC Center for Economic Development

Hey Nick:

Thx so much for thoughtfully pulling this together. I frankly think it's in great shape and don't have a ton of edits - especially given the tight turnaround.

I'm going to have Marie and Tina look it over today and take one more thorough look myself and we can submit it before we leave.

And let's definitely do so with both of our names.

Thx so much!

Best,

Jessica  
213-416-7512 (o)

Sent from my iPhone, please excuse brevity and typos.

On Aug 7, 2017, at 5:20 AM, Nick Griffin <[ngriffin@downtownla.com](mailto:ngriffin@downtownla.com)> wrote:

I can also probably take one more pass at it if you've got general feedback.

**Nicholas Ziff Griffin**  
Vice President of Economic Development  
Downtown Center Business Improvement District  
626 Wilshire Blvd., Suite 200, LA, CA 90017

213.416.7522 | [ngriffin@downtownla.com](mailto:ngriffin@downtownla.com)

On Aug 6, 2017, at 2:34 PM, Nick Griffin <[ngriffin@downtownla.com](mailto:ngriffin@downtownla.com)> wrote:

Hey Jessica,

I finally got a chance to tackle this review of the USC CED. See attached draft. As per below, they'd like to get it as soon as possible. I'm going on vacation for two weeks starting Wednesday. I think it's in decent shape as is, but of course you should feel free to edit as you see fit. I'm honestly fine with it going to them in whatever form you see fit – jointly, just from you, just from me, or not at all for that matter! I've also attached their original self-assessment review for your reference. Most of my review was based on that.

I'm available to discuss any time before Wednesday, after that I hope to not be available to discuss anything other than whether to have lunch by the pool prepared by the private chef or venture into a nearby Tuscan village.

Ciao for now!

Nick

From: Ward, Donna [<mailto:donnajw@price.usc.edu>]  
Sent: Friday, July 21, 2017 4:14 PM  
To: Nick Griffin <[ngriffin@downtownla.com](mailto:ngriffin@downtownla.com)>  
Subject: RE: USC Center for Economic Development

Nick-

Thanks for the quick reply- August 4th is our hard deadline (that's when the Dean returns) so you have time.

Dj  
From: Nick Griffin [<mailto:ngriffin@downtownla.com>]  
Sent: Friday, July 21, 2017 4:08 PM  
To: Ward, Donna  
Subject: RE: USC Center for Economic Development

Hi Donna,

Welcome back. We should be able to have it back to you in the next week or so. Do you have a hard deadline?

Thanks.

Nick

From: Ward, Donna [<mailto:donnajw@price.usc.edu>]  
Sent: Friday, July 21, 2017 4:06 PM  
To: Nick Griffin  
<[ngriffin@downtownla.com](mailto:ngriffin@downtownla.com)<<mailto:ngriffin@downtownla.com>>>  
Subject: RE: USC Center for Economic Development

Nick-

I'm just back from vacation and wanted to check in with you and Ms. Lall about the review of the USC Center for Economic Development. We'd love to wrap up the process in the next couple of weeks. Let me know if you have any additional questions.

Regards, Donnajean

From: Nick Griffin [<mailto:ngriffin@downtownla.com>]  
Sent: Monday, June 19, 2017 5:53 PM  
To: Ward, Donna  
Cc: Neeraj Sood Forwarding  
Subject: Re: USC Center for Economic Development

Yes, that is very helpful. And yes, we did meet, I thought your name was familiar. Thanks!

Nicholas Ziff Griffin

Vice President of Economic Development

Downtown Center Business Improvement District

626 Wilshire Blvd., Suite 200, LA, CA 90017

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[ngriffin@downtownla.com](mailto:ngriffin@downtownla.com)<<mailto:ngriffin@downtownla.com>>

On Jun 19, 2017, at 4:42 PM, Ward, Donna  
<[donnajw@price.usc.edu](mailto:donnajw@price.usc.edu)<<mailto:donnajw@price.usc.edu>>> wrote:

Nick-

Thanks for reaching out. The feedback we've had for past reviews have been short and to the point (😊). I've attached two examples from last years' reviews of the Bedrosian Center on

Governance<<http://bedrosian.usc.edu/>> and the Schaeffer Center for Health Policy<<http://healthpolicy.usc.edu/>>. Both reviews are only 2 pages long. I

will say that the Dean wished they were a page or two longer (but no more than 5 pages).

You feedback is meant to be an arms-length view of the centers that will inform the dean of how their work is perceived from outside the Price school. You should point out areas that are working well, suggest improvements if necessary, and advise on priorities and activities going forward. As non-academics, I think the input of CCA will be unique and valued by Dean Knott and Vice Dean Sood.

Hope this helps-

Donnajean

PS – Pretty sure we met briefly when you were the speaker at Lunch with a Leader a couple of years ago...

From: Nick Griffin [<mailto:ngriffin@downtownla.com>]

Sent: Monday, June 19, 2017 1:30 PM

To: Ward, Donna

Subject: Re: USC Center for Economic Development

Donna,

I'm working with Jessica Lall on this and I'm wondering if you have a template or sample of a previous assessment report that you could provide for our reference? We've reviewed the self-assessment and are just trying to get a more specific sense of what kind of feedback would be most useful from your outside reviewers.

I'm available to discuss on the phone if that's easier.

Thanks!

Nick

Nicholas Ziff Griffin

Vice President of Economic Development

Downtown Center Business Improvement District

626 Wilshire Blvd., Suite 200, LA, CA 90017

213.416.7522 |

[ngriffin@downtownla.com](mailto:ngriffin@downtownla.com) <<mailto:ngriffin@downtownla.com>>

<<mailto:ngriffin@downtownla.com>>

On Jun 16, 2017, at 11:00 AM, Shawn Bratton

<[sbratton@ccala.org](mailto:sbratton@ccala.org) <<mailto:sbratton@ccala.org>>

<<mailto:sbratton@ccala.org>>> wrote:

Here 'tis...

From: Ward, Donna [<mailto:donnajw@price.usc.edu>]

Sent: Friday, June 16, 2017 10:58 AM

To: Shawn Bratton <[sbratton@ccala.org](mailto:sbratton@ccala.org) <<mailto:sbratton@ccala.org>>

<<mailto:sbratton@ccala.org>>>

Subject: RE: USC Center for Economic Development

Here you go and happy Friday!

From: Shawn Bratton [<mailto:sbratton@ccala.org>]

Sent: Friday, June 16, 2017 10:49 AM

To: Ward, Donna

Subject: RE: USC Center for Economic Development

Terrific! Jessica is ready to move forward, so please send the self-appraisal.

Thanks Donnajean!

Best,

Shawn

From: Ward, Donna [<mailto:donnajw@price.usc.edu>]

Sent: Friday, June 16, 2017 10:42 AM

To: Shawn Bratton <[sbratton@ccala.org](mailto:sbratton@ccala.org)<<mailto:sbratton@ccala.org>>  
<<mailto:sbratton@ccala.org>>>

Subject: RE: USC Center for Economic Development

Shawn-

So happy to hear that Ms. Lall is interested in helping us. Of course she can work with others in your organization. We are looking for input and the perspective of others doing economic development work. Let me know if they are ready to move forward and I will send you the self-appraisal.

Best-

Dj

From: Shawn Bratton [<mailto:sbratton@ccala.org>]

Sent: Friday, June 16, 2017 10:28 AM

To: Ward, Donna

Subject: RE: USC Center for Economic Development

Hello Donnajean:

Thanks so much for the information. As you can imagine, Jessica has quite a busy schedule right now, and will be out of town for two weeks at the end of the month. However, she wanted to know if it would be okay to have someone who works with us and focuses on economic development assist her with the project? She really wants to participate and better understand the work USC is doing in this area. Please let me know. Much appreciated!

All best,

Shawn

From: Ward, Donna [<mailto:donnajw@price.usc.edu>]

Sent: Thursday, June 15, 2017 4:21 PM

To: Shawn Bratton <[sbratton@ccala.org](mailto:sbratton@ccala.org)<<mailto:sbratton@ccala.org>>  
<<mailto:sbratton@ccala.org>>>

Subject: RE: USC Center for Economic Development

Shawn-

The review process takes most reviewers about two weeks to get back to us with a 3-5 page written report. So, ideally, we'd like to see something in

early/mid July.

Once the Dean's reads your report, we would schedule a debrief by phone.

The call usually runs one hour (give or take). Some reviewers have asked to "interview" research center staff or come to campus for a site visit but that is rare and can also be arranged via phone calls if requested.

It's pretty straight forward and an opportunity for the Dean to get fresh eyes and thoughts on the work the research centers are doing.

Let me know if you have any other questions-

Donnajean

From: Shawn Bratton [<mailto:sbratton@ccala.org>]

Sent: Thursday, June 15, 2017 2:26 PM

To: Ward, Donna

Subject: RE: USC Center for Economic Development

Donna:

Question from Jessica - what is the estimated time investment and timeline for completion?

Best,

Shawn

From: Ward, Donna [<mailto:donnajw@price.usc.edu>]

Sent: Thursday, June 15, 2017 1:34 PM

To: Shawn Bratton <[sbratton@ccala.org](mailto:sbratton@ccala.org)<<mailto:sbratton@ccala.org>>  
<<mailto:sbratton@ccala.org>>>

Subject: RE: USC Center for Economic Development

Many thanks!

From: Shawn Bratton [<mailto:sbratton@ccala.org>]

Sent: Thursday, June 15, 2017 1:33 PM

To: Ward, Donna

Subject: RE: USC Center for Economic Development

Hello Donna:

I will speak with Jessica about this and get back to you. Thanks very much.

Best regards,

Shawn

<image001.png><[Shawn Bratton](https://urldefense.proofpoint.com/v2/url?u=http-3A__www.ccala.org_&d=DwMFAg&c=clK7kQUTWtAVEOVIgvi0NU5BOUHhpN0H8p7CSfnc_gI&r=NXXRWhIX9sG-KKcuRGjUzB9OM7xNg3XxqR3criJBHR4&m=gHKmROZMH2_wKScYok1l8184LZZNaBw72MXrCFuCeP4&s=1UdWhKGpgjPfqlcwpizeWn0c1q8HtmiRrJD9Zu_yZT0&e=></a></p></div><div data-bbox=)

Executive Assistant to the President & CEO

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[SBratton@ccala.org](mailto:SBratton@ccala.org)<<mailto:SBratton@ccala.org>>

<<mailto:SBratton@ccala.org>>

[From: Ward, Donna \[<mailto:donnajw@price.usc.edu>\]](https://urldefense.proofpoint.com/v2/url?u=http-3A_ccala.org&d=DwMGaQ&c=clK7kQUTWtAVEOVIgvi0NU5BOUHhpN0H8p7CSfnc_gI&r=NXXRXWhIX9sG-KKcuRGjUzB9OM7xNg3XxqR3criJBHR4&m=qd0bEGxZQJBH9CcecXjzC6PHFEYcvVtREOQjYfNjPf0&s=5ln5ZlGmmshTrdwVL1sSMed6dSTaNOvHKVl_mP-cu0yc&e=><https://urldefense.proofpoint.com/v2/url?u=https-3A_ccala.org_&d=DwMFAG&c=clK7kQUTWtAVEOVIgvi0NU5BOUHhpN0H8p7CSfnc_gI&r=NXXRXWhIX9sG-KKcuRGjUzB9OM7xNg3XxqR3criJBHR4&m=gHKmROZMH2_wKScYok1l8184LZZNaBw72MXrCFuCeP4&s=J7bR8XdBQR-AjQ0rSHFO-t460jVBk-1OE7T91pAa3pI&e=><image002.png><https://urldefense.proofpoint.com/v2/url?u=http-3A_www.facebook.com_CentralCityAssociation&d=DwMFAG&c=clK7kQUTWtAVEOVIgvi0NU5BOUHhpN0H8p7CSfnc_gI&r=NXXRXWhIX9sG-KKcuRGjUzB9OM7xNg3XxqR3criJBHR4&m=gHKmROZMH2_wKScYok1l8184LZZNaBw72MXrCFuCeP4&s=QL0vIH1zkBH2SgkQI3TrT1T9Crg6WP6RUUo9pfTwJYw&e=><image003.png><https://urldefense.proofpoint.com/v2/url?u=http-3A_www.twitter.com_cca-5Fdtla&d=DwMFAG&c=clK7kQUTWtAVEOVIgvi0NU5BOUHhpN0H8p7CSfnc_gI&r=NXXRXWhIX9sG-KKcuRGjUzB9OM7xNg3XxqR3criJBHR4&m=gHKmROZMH2_wKScYok1l8184LZZNaBw72MXrCFuCeP4&s=rVNzKsUdAs4u5DBI8ZrtUkd2uRwoxA-n3Z6SHqV-m0&e=></a></p></div><div data-bbox=)

Sent: Thursday, June 15, 2017 1:30 PM

To: Shawn Bratton <[sbratton@ccala.org](mailto:sbratton@ccala.org)<<mailto:sbratton@ccala.org>>

<<mailto:sbratton@ccala.org>>>

Subject: FW: USC Center for Economic Development

Ms. Bratton:

I am following up on a letter sent last month to President & CEO, Jessical Lall from Jack H. Knott, Dean of the USC Price School of Public Policy.

Dean Knott would like invite Ms. Lall to evaluate our Center for Economic Development as part of our review process. Could you please let us know if Ms. Lall is interested and available to assist in this process.

I am happy to answer any questions you might have.

Regards,

Donnajeane Ward

Executive Director  
Office of the Dean  
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213.740.0155  
USC Sol Price School of Public Policy  
University of Southern California  
RGL 201, MC 0626  
650 Childs Way  
Los Angeles, CA 90089

Jessica Lall  
Central City Association of Los Angeles  
626 Wilshire Boulevard, Suite 200  
Los Angeles, CA 90017  
Re: USC Sol Price School Research Center Review  
Dear Ms. Lall:

I am writing to invite you to serve as an external reviewer to evaluate The USC Center for Economic Development<<http://ced.usc.edu/>> (CED), a major research center at the USC Price School of Public Policy. Each of the school's 11 research centers is reviewed every five years on a rotating basis. The process includes a 10 page self-assessment prepared by the research center followed by an external review to assess the self-study document and programs of the center. At this time the CED has completed its self-evaluation study and provided me with a written self-appraisal. We ask that you evaluate the self-assessment and conduct interviews with the center director, faculty and other key stakeholders. We also ask that you participate in a one hour debrief by phone, produce a final three page report, and make recommendations to me on the accomplishments and future direction for the center. A site visit can be arranged. However, in consideration of your time and availability, you may conduct the review remotely.

CED serves as a leader in facilitating sustainable economic development opportunities throughout Southern and Central California. As an applied research center at Price, CED partners with community-based organizations, public agencies and private entities to enhance their functional capacity. Its geographic focus is southern and central California and its mission is to provide technical assistance to economically distressed communities, offer clinical experience to graduate students, and prepare students for future professional opportunities. To achieve this mission, CED focuses on clinical training, technical assistance, community outreach and applied research.

More information is at [ced.usc.edu](http://ced.usc.edu)<<http://ced.usc.edu>>

USC is one of the nation's major research universities and the USC Sol Price School of Public Policy is a renowned contributor to the university's reputation. Urban development, sustainability, governance, healthcare, and social policy are a few of the modern challenges that our faculty study to find the most effective solutions and much of our research is conducted through research centers and institutes.



I would be honored if you could participate in this important review to shape the future of CED. If you are willing to participate in this review, please reply to Donnajean Ward at [donnajw@usc.edu](mailto:donnajw@usc.edu) <<mailto:donnajw@usc.edu>> <<mailto:donnajw@usc.edu>>. Should you be unable to participate, or require further information, please contact us as soon as possible.

Thank you for your consideration in this important matter.

Regards,

<image004.jpg>

Jack Knott, Dean

C. Erwin and Ione L. Piper Chair and Professor

cc: Neeraj Sood, PhD.

Vice Dean for Research and Associate Professor

<CED Self Assessment\_032717.pdf>

<USC Sol Price School Research Center Review.pdf>

<Joseph P Newhouse Letter of Review 3.31.16.pdf>

<draft review of USC CED.docx>

<CED Self Assessment\_032717.pdf>